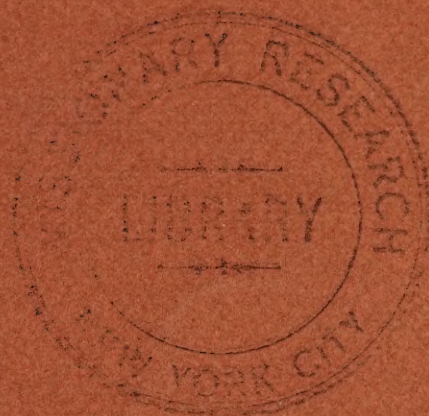


Pam  
Finance & Steward



# Proposal

OWEN L. COON FOUNDATION









# Foreign Missions Conference of North America

156 FIFTH AVENUE, NEW YORK 10, N. Y.

Secretaries for  
General Administration  
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Editorial Assistant

December 31, 1947.

To Members of the Committee on Public Presentation and  
of the Secretarial Council

Dear Friends:

I am handing you herewith a brochure explaining the proposal which the Owen L. Coon Foundation has made to the eight national interdenominational agencies which are considering merging in the proposed National Council and to the American Committee for the World Council of Churches. The proposal in essence is that the Foundation should finance the overhead aspects of a nationwide campaign for gifts from individuals to finance in whole or in part the work of these nine agencies and local councils of churches and church women through the rough equivalent of a national interdenominational community chest. You will notice a casual reference on page 6 to "denominational contacts for funds", but aside from that the proposal is related only to the direct approach to individual donors.

There have been several conferences of agency executives with Mr. Anderson, the Executive Vice-President, and among themselves. Of the nine organizations only four at most have relied upon individual gifts to any considerable extent for the support of their budget. Most of the executives felt that as proposed, such a campaign would not meet with the approval of the denominations either locally or nationally, because if handled as efficiently as proposed, it might well simply divert into the interdenominational channels gifts which would otherwise go into the denominational channels and thereby weaken the base of support of the interdenominational agencies by the denominational bodies both in finance and more importantly, in sympathetic cooperation in and through agencies. On the other hand, if a way could be found by which this generous intention on the part of the Foundation could undergird the United Church Canvass and make that more effective, it would lift the whole level of giving, including the possibility of stronger support for the interdenominational agencies.

So far, this suggestion has not been acceptable to the representative of the Foundation; but a conference is taking place at Chicago next Monday, January 5, at which Dr. Cavert of the Federal Council, Dr. Ross of the International Council of Religious Education, Mrs. Worrell of the United Council of Church Women and one or two other executives will meet a larger group of conferees connected with the Foundation, and will try to reach a clear understanding and suggest other proposals which will strengthen the support of Protestant enterprises as a whole. I did not think that it was necessary for me to plan to be there, since the support of the Conference comes almost exclusively from the mission boards and this close tie-in with the fortunes and programs of the mission boards is of the essence of its service. I have authorized Dr. Cavert to represent me in this conference, since our thinking with regard to the whole matter has so far been identical.

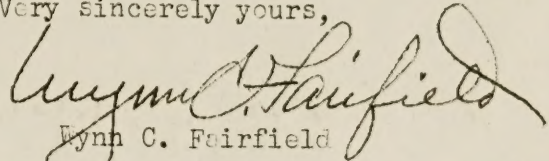


1. All 1. Addressed

100-443888-1000

I feel, however, that you should have more information than I have given you concerning just what is involved and the attitude I have taken toward it, for your approval or criticism as the case may be.

Very sincerely yours,

  
Lynn C. Fairfield

wcf/g



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TO MAKE THE  
CHRISTIAN CHURCH  
MORE EFFECTIVE







# PROPOSAL

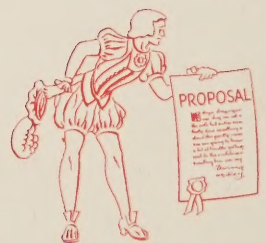
PROPOSAL to the eight Interdenominational Organizations considering merger into the National Council of Churches of Christ in America and the American Committee for the World Council of Churches.



COUNCIL OF CHURCH BOARDS OF EDUCATION  
FEDERAL COUNCIL OF THE CHURCHES OF CHRIST IN AMERICA  
FOREIGN MISSIONS CONFERENCE OF NORTH AMERICA  
INTERNATIONAL COUNCIL OF RELIGIOUS EDUCATION  
HOME MISSIONS COUNCIL OF NORTH AMERICA  
MISSIONARY EDUCATION MOVEMENT OF THE UNITED STATES AND CANADA  
UNITED COUNCIL OF CHURCH WOMEN  
UNITED STEWARDSHIP COUNCIL  
THE AMERICAN COMMITTEE OF THE WORLD COUNCIL OF CHURCHES

OWEN L. COON FOUNDATION



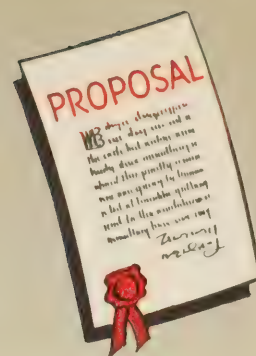


CHICAGO, ILLINOIS  
OCTOBER, 1947

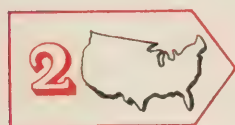


# In Brief . . . . .

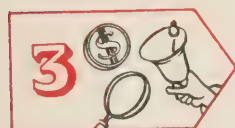
The OWEN L. COON FOUNDATION is pleased to have the opportunity of submitting this proposal. For the sake of clarity, the proposal has been divided into eight sections, and diagrams and charts have been utilized. Following is a summary of the sections:



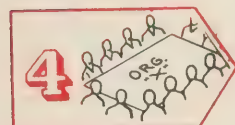
SECTION 1: The Flexibility of the Proposal—It is a Tentative Plan—Page 4.



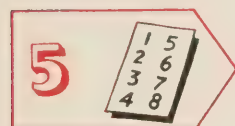
SECTION 2: The Studies Which Led to the Submission of this Proposal—Page 5.



SECTION 3: The Offer of Direct Service for Making More Funds Available for Administration, Research, and the Use of Mass Media—Page 10.



SECTION 4: Suggested Cooperating Organization—Page 16.



SECTION 5: Eight Broad Findings Affecting a Proposed Calendar—Page 22.



SECTION 6: Calendars for 1947 and 1948—Pages 26, 27.

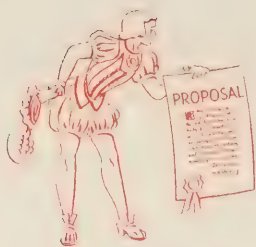


SECTION 7: THE OWEN L. COON FOUNDATION—Its Purposes and Program—Its Management—Page 28.



SECTION 8: Suggested Obligations for the OWEN L. COON FOUNDATION—Page 30. Suggested Commitments for Agencies Addressed—Page 31.





## A Plan

The OWEN L. COON FOUNDATION has been conducting a study to determine the point at which it could make the greatest contribution, with its available resources, toward the service of the Christian Church.

From the study, involving a rather wide research by its staff and extended consideration both by its Family Council and Board of Directors, the Foundation has come to the conclusion that direct service to the agencies to which this proposal is addressed will be of assistance at the very core of Protestantism. Such assistance, it feels, will give an opportunity for adequate budgeting long hoped for by these agencies, and will therefore probably give greater returns for the FOUNDATION funds expended than any other one program it could undertake.

## Beholden to No Membership

This FOUNDATION, like most such institutions, has no membership to which it is beholden. If its funds are expended and the complete result expected is not forthcoming, no criticism will come. It will then only have been helpful in gaining a result

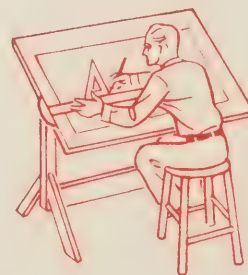
probably more desirable or greater than the present status. It has nothing to lose or to gain for itself. It can, therefore, be completely objective.

## Can Work Objectively

The FOUNDATION feels that if its assistance at this point is wisely conducted and is thoroughly understood, and if it has the counsel of those interested in these agencies, it may, as an institution working objectively from the outside, be able to do some things to forward the service of the church which these agencies themselves may be prevented from doing, much as they might like to undertake the same or similar programs.

## Plans Flexible

Because of this primary decision and because a series of conferences by its Director with officials of the agencies addressed has evidenced an interest in the program which it now envisions, the OWEN L. COON FOUNDATION is pleased to present this proposal for your consideration. It is not submitted as a rigid final offer or plan, but as a point from which to begin thinking together, seeking your suggestions and, it trusts in due time, your ratification of a program which will be mutually acceptable.







## Group of Technicians as Conferees

Early in its study the FOUNDATION asked a group of lay technicians, each deeply interested in the church and each a leader in his particular field, to counsel with the FOUNDATION as it undertook its studies, to offer criticism, suggest program, to pass judgment and make constructive suggestions as each trial balloon was raised.

## Widespread Abilities

These men included the head of the School of Journalism of a local university; another the head of a Chicago radio station; a Chicago advertising agency owner; three men who are public relations directors of large nationwide business enterprises; a visual education man; two fund raising technicians; two sales managers of firms doing business nationally; an executive of one of the largest syndicated weeklies in the world; the editor of the monthly magazine of the largest and oldest service club in America; the editor of a most influential independent religious weekly; an expert in presentation by graphs and charts; the head of a school of business of a large midwest university; a leading scientist; the head of a travel agency; and the head of one of the most used merchandizing services in America.

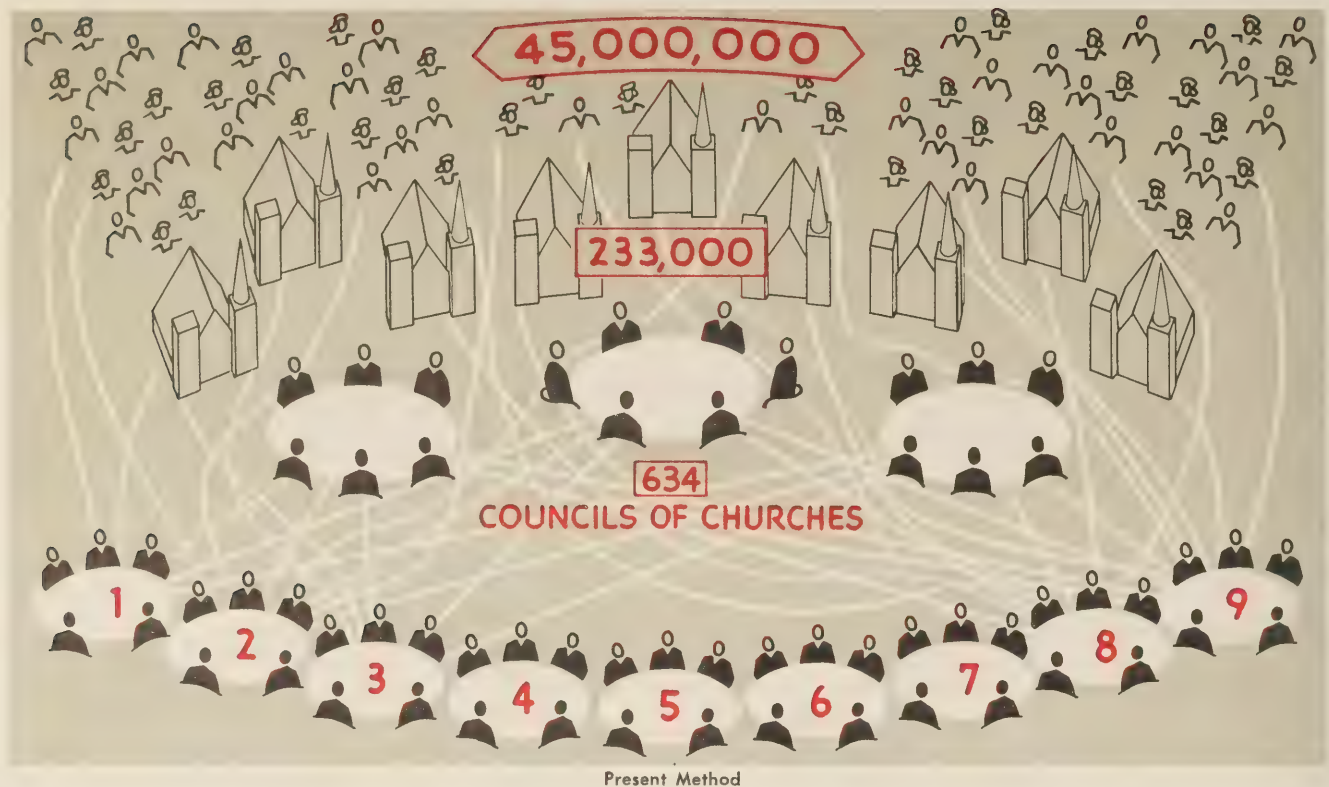
## In Cooperation with Constituted Agencies

From conferences with this group and with a number of presidents of several midwest universities and colleges and with top flight clergymen of several denominations, the decision was reached early that whatever could be attempted would be best undertaken and would have greater permanency if implemented through constituted Protestant agencies and not through some new device brought into being to foster a program.

## Officials Also Hoped for Program

Thereupon followed the study by its Staff and conferences by its Family Council and Board of Directors to explore the work and problems of the agencies addressed. In this study the desire for a research program now far beyond the means of the agencies addressed, and the dramatic and extensive use of modern media which the FOUNDATION staff and conferees had envisioned, was discussed with the officials of the agencies addressed only to discover that they also had hoped for a way to implement such a program in both fields commensurate with the dynamic position of Protestantism in America.





## Complicated Situation

When the staff of the FOUNDATION undertook to investigate the problems and effectiveness of the financing of the agencies addressed, it found some things which may not have been so apparent to the officers of these organizations. Because the Foundation was comparatively new, it was called upon for support by most of the agencies addressed and was in a position, therefore, to observe these approaches from the viewpoint of one being called upon, rather than from the viewpoint of the agency.

## Much Duplication

It found solicitation of those of the eight interdenominational agencies which call on individuals conducted somewhat in accordance with the chart above. It found crossings in lines of approach. It found tremendous and unnecessary duplication in most of the contacts made.

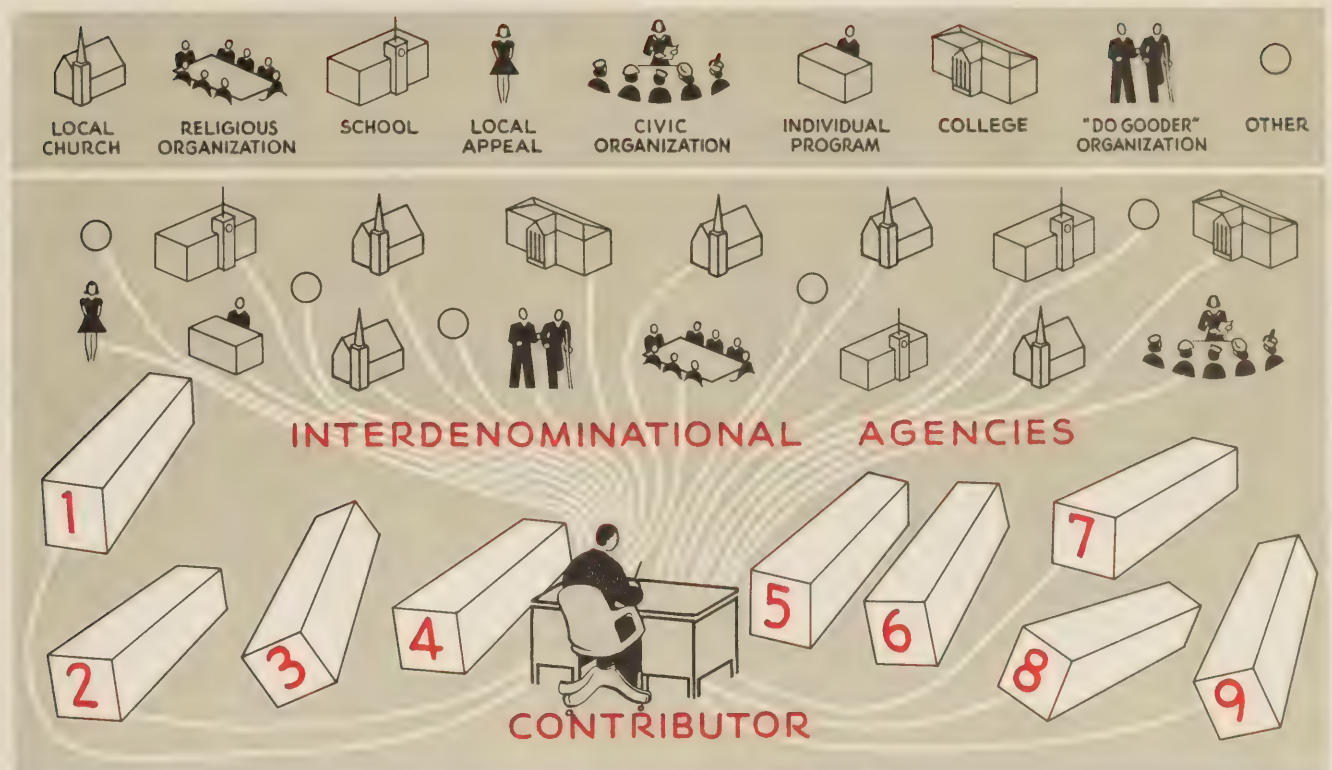
If one were to complete the lines of this chart to show the contacts from all the agencies addressed, not just three, to all the 634 city, county and state Councils of Churches, and then were to show in addition how all the agencies by-passed the local councils going direct to churches and even by-passed churches, going direct to thousands of individuals, one would have a series of lines upon this chart so intricate it could not be deciphered.

## Approaches Almost Non-Understandable

Then if one were to superimpose, upon this same chart, lines to indicate the denominational contacts for funds and then the contacts of a great many peripheral organizations for their budgets, he would not only have complicated the pattern, but would actually indicate how bewildering to contributors are the approaches as they are *at present* being made in Protestant circles.



# PROPOSAL WAS REACHED . . . . .



Present Solicitation from Viewpoint of Contributor

## Difficult to Gauge Gift

The situation evidenced that even though there might be a desire on the part of a contributor to give his support at the center and to worthwhile Protestant activities, there were no criteria to gauge whether good or bad judgment was being used in the amount of any gift. From the viewpoint of the contributor, there was no way of knowing whether he had been generous or niggardly.

Unless he maintained a research staff or himself took a very great amount of time, he had to give in a haphazard manner. He could have no way of knowing whether more important needs and possibilities were being taken care of first. Nor could he know whether he was continuing a peripheral organization in existence, the service for which never had existed or long since had disappeared.

## Much Staff Time Required

The FOUNDATION found an amount of time varying from very little for some portions of the staff to a great deal for many others in raising the funds of the agencies addressed, rather than finding the Staff

free to work upon the program for which the agency had been devised. It found that the system, of necessity, involved high costs.

## Few Contributors—

### Inadequate Budgets

The FOUNDATION found the number of contributors was relatively few and that the budgets were squeezed down and inadequate to do the task the Boards of Directors of the agencies saw as possible.

## Contributors Badgered

There was no correlation between those who called from the interdenominational agencies, no complete knowledge of the problems or the budgets and needs of the other agencies, no thought in timing the visits, no comparative data supplied. In addition to these calls from the agencies addressed, the FOUNDATION was likewise called upon by a great many agencies, (just under 100), some close to the center of the Protestant program and need, many obviously at the periphery.



## Community Funds Provide Comparison

### Parallel is Striking

The parallel between this situation and that which existed for social welfare agencies in the 1920's, which were subsequently brought together to form our American Community Funds, is striking.

COMMUNITY CHESTS AND COUNCILS, New York, the national clearing house for Community Funds, and Councils of Social Agencies has recently made a study of 31 typical American communities. It found a great excess in the number of so-called welfare agencies which existed before the inception of Community Funds in these cities. Each of these agencies sought support independently in that city.

There was no correlation of budgets. Before the inception of the 31 Funds, only 117,675 individuals and firms supported this welfare work to the extent of \$6,951,000. Executives of the agencies spent great blocks of time soliciting funds.

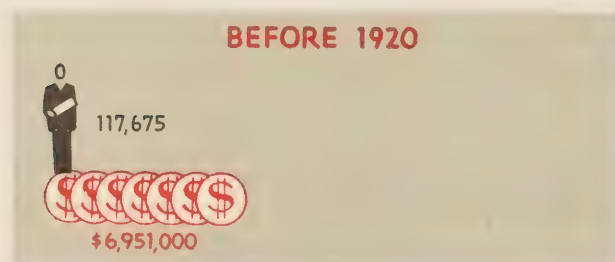
From the viewpoint of the contributors, there was great duplication of solicitation. The contributor had no criteria to know whether he was giving generously or niggardly. Fund raising costs were excessively high, reaching as much as 30% in some instances. Peripheral agencies continued to exist and siphon off funds genuinely needed elsewhere.

### Phenomenal Growth

#### Even First Year

In the 1920's, due to pressures from contributors, those agencies in these 31 cities which could show that they were servicing a genuine need, were brought together to form Community Funds. The phenomenal growth, even in the first year, in the number of contributors and amounts subscribed is shown in the accompanying charts.

Almost immediately peripheral organizations, except for a very few minor ones, folded their tents and disappeared. Laymen giving generous blocks of their time now raise the needed funds in all the 31 cities! Executives of the agencies are free to do their tasks. Throughout America this picture is not only true of the 31 typical cities tabulated, but is also duplicated in just under 800 cities!





With the knowledge of this pattern so firmly in the minds of the staff, the Board and the technical conferees of the OWEN L. COON FOUNDATION, it was natural that the Foundation should suggest centralization of the financing of the agencies involved.

## Local Councils Need Dramatic Help

The overall organization of city, county and state Councils of Churches is admittedly weak. Texts and reports speak of a total of 634. However only 36 of the 48 states have organizations, varying all the way from excellent setups to paper organizations. Of the 3070 counties in the U.S. only 150 are organized. It is possible that the county organization is only valuable in a limited number of peculiarly formed areas where the county is the obvious unit. Of the 1,077 cities with 10,000 population or more, only 209 are organized.

There is great need to do two things. First, to strengthen these organizations to build cooperative units where none now exist. Second, to provide a reciprocal relationship between the local units and the interdenominational agencies or agency at the national level. Whatever is contemplated, it would seem, should have these two objectives in mind.

## Need to Enlist Laymen

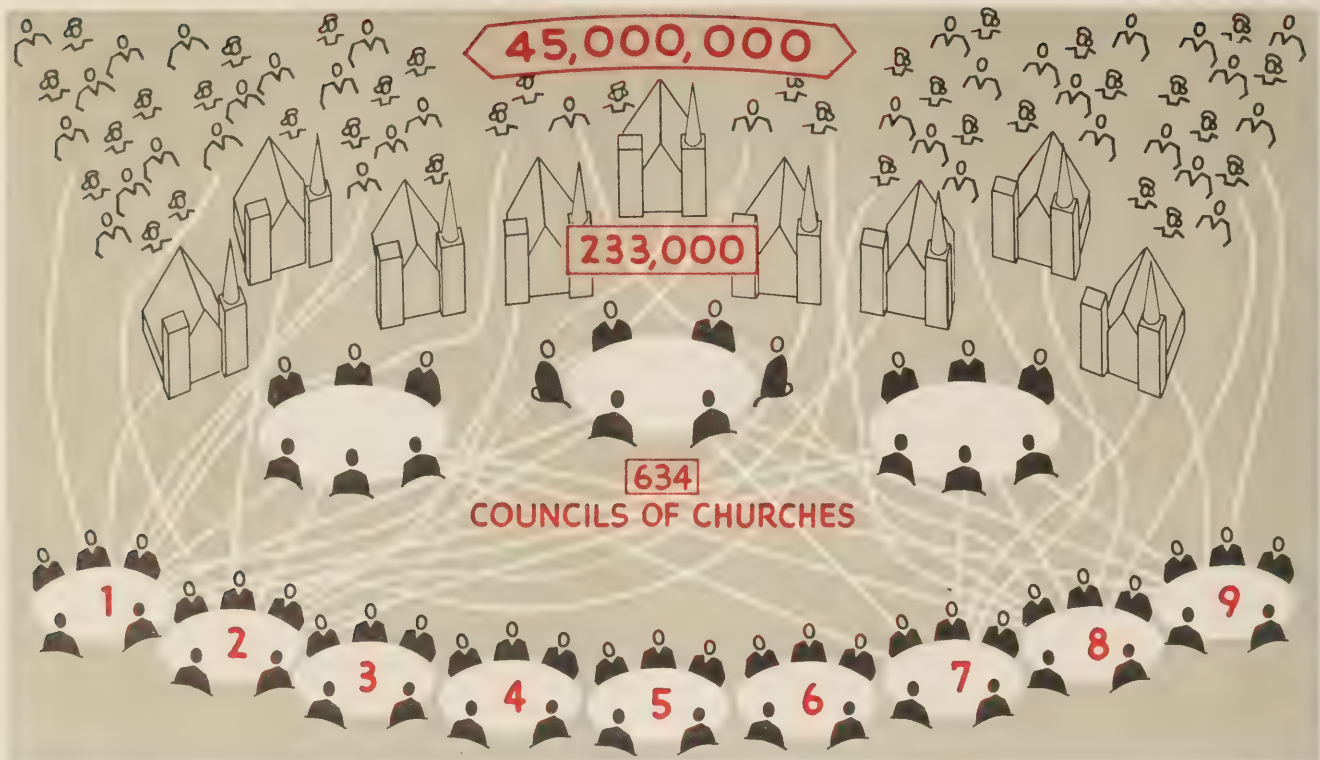
Likewise there is great need to enlist laymen at all levels of the service of the church. Many are available at the National and State levels, each with great loyalty and distinct talent for specialized service. There are hundreds of thousands who can be enlisted at the local level to work at a central task if that task is really challenging and they are given freedom to use their talents. The great ease with which the FOUNDATION enlisted from many denominations its group of conferees, and the interest which these business men have taken in moulding the FOUNDATION's program is an illustration of the



great wells of personal service which remain untapped.

The very strengthening of existing councils will build a sturdy base for the agencies addressed or the new merged identity to conduct the unifying program. In the same way bringing into existence new councils with sound financial backing, with new programs and laymen enlisted in their consolidating enterprises will further spread the base on which the entire unifying program can be built.





Present Method

## Central Financing Proposed . . . . .

The FOUNDATION proposes to furnish the financing counsel and direction, if desired, in a degree later defined in this memorandum, as well as the personnel of its Foundation staff, to conduct a nationwide centralized financial campaign to do three things:

### 1 More Money

#### for Administration

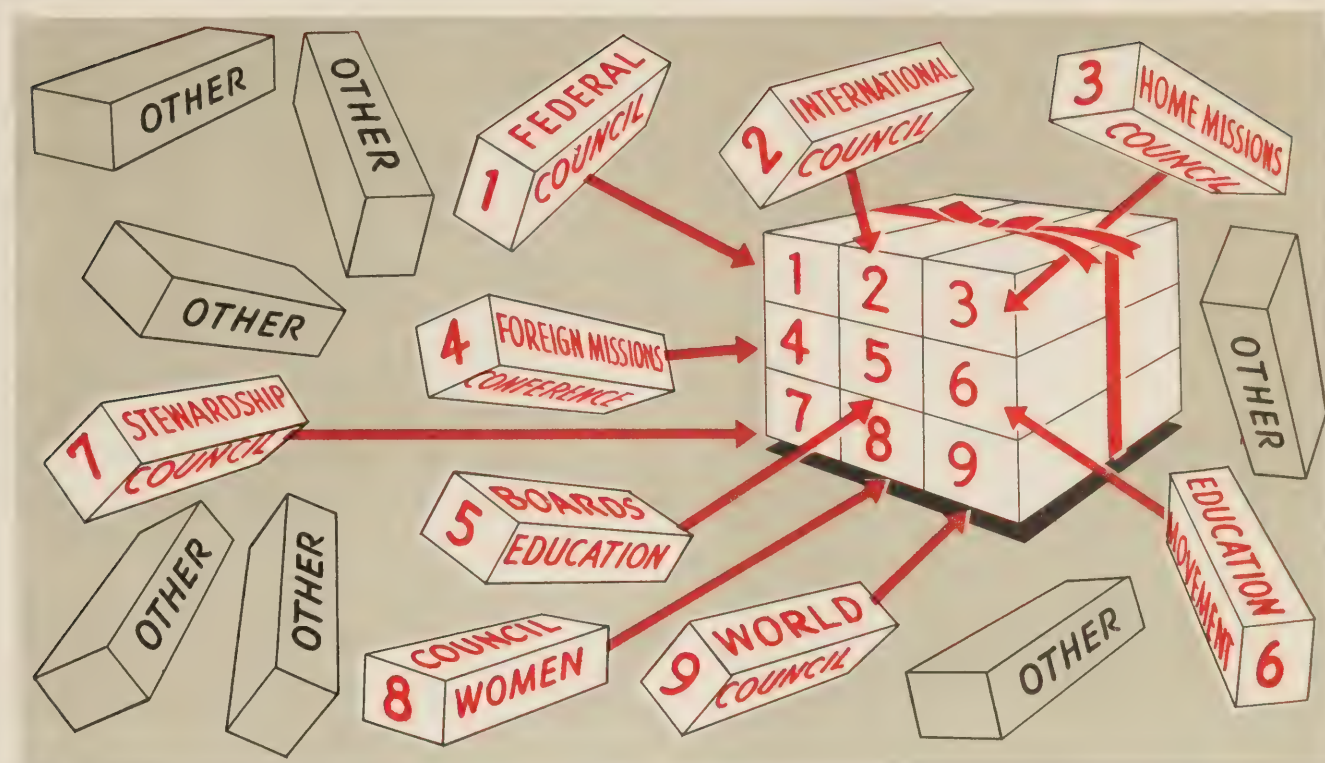
We would propose that the current operation budgets which are raised outside of direct denominational support, of the eight interdenominational agencies which are now considering merger into the National Council of Churches of Christ in America, be grouped together. These would then include the portions raised from individuals, churches, and councils of the following agencies.

- Council of Church Boards of Education
- Federal Council of the Churches of Christ in America
- Foreign Missions Conference of North America

- Home Missions Councils of North America
- International Council of Religious Education
- Missionary Education Movement of the United States and Canada
- United Council of Church Women
- United Stewardship Council
- The American Committee of the World Council of Churches.

The proposal would be to provide the campaign counsel and personnel to conduct the enterprise in the year 1949 for the budgets of 1950. Our proposal would be to work through local city, county and state Councils of Churches or such other local agencies as may exist, or as it may be necessary to set up new federations or councils, at least temporarily, simultaneously raising their budgets for 1950. In recognition of the variance in the fiscal years of the agencies addressed, and also of the 634 city, county and state Councils of Churches, as well as the proximity of fund raising to expenditure by many of them, the exact period to be covered by the budget will be fully discussed later.





Create Central "Package" for Financing

## 2 More Money . . . Adequate Research Budget . . .

In order that this enterprise may have more drama and greater popular appeal than the average type of campaign for current administrative expenses could possibly have, we would propose also to include an adequate and daring budget to be raised simultaneously for a nation-wide program of *RESEARCH* of the present operations and the possibilities of the Christian Church at three levels: local, national, and in the foreign field!

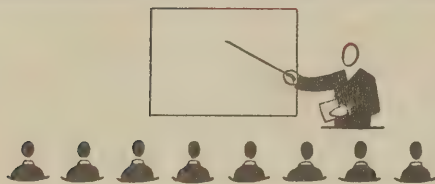
The FOUNDATION does not desire to outline this research program. This will be the task of the Research Commission outlined later. It only recognizes the great need, the values such studies could bring, and the importance of fortifying the research with the outside viewpoint as obtained through the work of specialists in the research field. As the FOUNDATION has conducted its exploration with the agencies addressed, and with denominational lead-

ers, the following appear to be fields which *might* be considered:

### A Local Level

1. Attendance and participation in the various phases of the Church endeavor; the educational department, its worship service, its social activities, its community service, its welfare service, its service to its own and others in the field of guidance, family frustrations, psychiatric assistance, marriage and home training.
2. The desire for unity as indicated by the reaction of the "man in the street," of students, of divinity students, of pastors, of church officers, of laymen, of denominational Boards, etc.
3. Present use of special staff personnel by local churches; directors of education, psychiatrists and counsellors, social workers, business directors, etc.





LOCAL



DENOMINATIONAL



FOREIGN

## Adequate Research

4. The community church, as compared with the denominational church. What is the exact picture?
5. What the "man in the street" really wants from Religion through the Church.

## B National Level- General:

1. Possibilities for significant religious training in schools of higher education.
2. Present value of student foundations, student churches, the YMCA, YWCA, etc., "serving beside the campus" in schools of higher education.
3. Possibilities for significant religious training in secondary schools.
4. Are there means of approach for training theological students in a cooperative manner? For enlistment—for direction of candidates to schools, particularly adapted for these candidates? What are the possibilities of utilization of regular academic colleges and universities for dividing specialized training in counselling, psychiatry, social service and recreational management?
5. Unity movements now under way between denominations.
6. Study of how well or otherwise the church is penetrating its market nationally. Areas over-churched and under-churched.

## C Foreign Field:

1. The war has brought a tremendous opportunity as well as a gigantic obligation to study again the needs of the foreign field from the viewpoint of a united Christian front. This phase of research is also suggested as a possibility.

## Offers of Assistance

The FOUNDATION is pleased that it has received offers from a leading American University to direct and staff the research program or whatever phases of it might seem judicious to assign to that institution. It has also received offers of assistance for conducting portions of the study from the Gallup Poll and from the National Opinion Research Center.



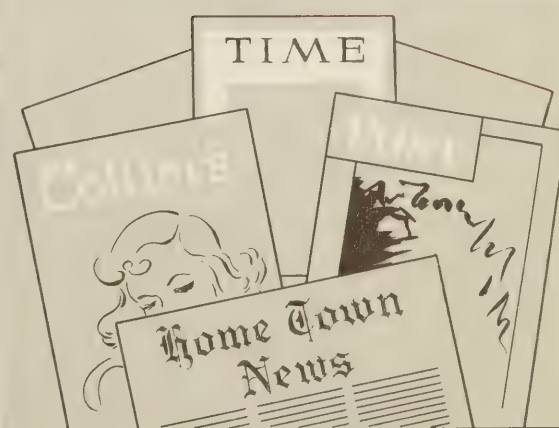
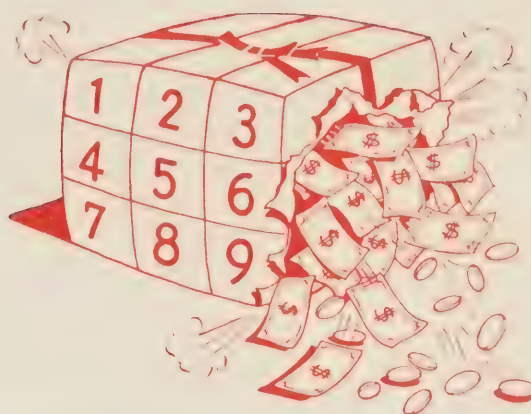
## 3 More Money for Modern Mass Media

Again, to give appeal to the "package" to be financed, but equally important because an adequate instead of a sparing public relations budget for the Christian Church is long overdue, and because for years the eight interdenominational agencies have been longing to see a task done in this field commensurate with its gigantic possibilities, we would propose a budget equally sufficient and equally daring to that of Research for telling the story of the influence of Christianity and what Christianity means in a fashion that can be understood by the "man in the street."

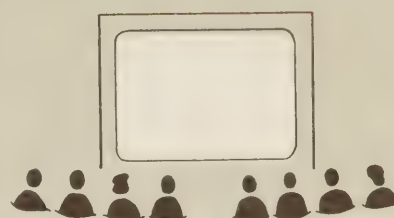
We would propose that the fund be great enough to tell this story through the use of Modern Mass Media, that is in local newspapers, national magazines, radio, television and the movies, to make an increasing acceptance possible of the doctrines of Christianity. It might be determined that more progress would be made in developing a single medium before entering others.

The agencies addressed have, for sometime, been planning and working with increasing effectiveness in the use of these modern mass media. This program, however, would not only envision making budgets available such as have not heretofore been at the disposal of these agencies, but would aim to sense the outside viewpoint so that the presentations may have more force and effectiveness, and at the same time be in keeping with the position, the purposes and traditions of the Protestant Church in America.

How to use these media on a national scale and how their use will be tied in and paid for at the local level will be outlined later in this proposal.



PUBLICATIONS

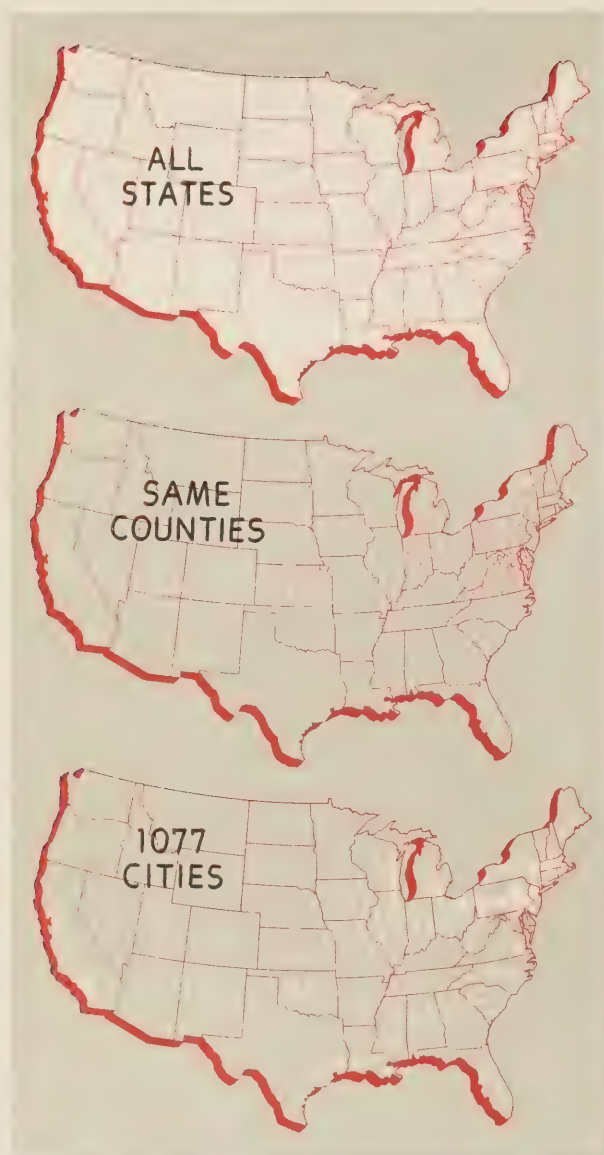


MOVIES



WORLD RADIO





### All Business Local

In contemplating the pattern for accomplishing the solicitation under a centralized financial program, the question immediately arose as to whether (1) an attempt should be made to set up a new financing vehicle at the local level. It is recognized, of course, that all funds except those coming from denominational boards must come from the local level. There probably is no place where the slogan of one business institution is more applicable than here:

"There is no national business; all business is local." Or (2) should the activity be projected with and through the local Councils of Churches already in existence?

### 1 Work With Local Councils

It is our recommendation that the program be implemented with and through the local city, county and state councils of churches. We suggest the raising of their budgets be included in this single campaign.

From the viewpoint of the agencies addressed, the local groups have the entree. They have local names; they have the rating of financial ability and the interest of individuals and of churches in a way that none of the national groups could possibly have. Likewise, after a few years of such operation, and with the added services of local chapters of "Organization X," a basis of support will be firmly built which will tend to remain permanent so that the central agencies, or agency if the merger is accepted, can plan their programs on a much longer range basis than at present.

From the vantage point of the local council, it can enhance its position by joining in the national publicity, taking advantage as well of the national financing counsel and available circulars and manuals, and thereby building its budget into a higher level with greater stability.

### 2 Some Strong, Some Weak

It is recognized that some councils are very active, some fairly active and some need new leadership. Others are mere paper organizations. In many cities it is recognized there is no local council at all.

The contemplation would be to work through all those councils which will cooperate. The attempt would be to augment the weaker ones. Where there is no council at all a temporary device would be brought into existence, nurturing it in such a way that it might become a strong, healthy council. The very financing program itself should give life and stability to the local council program.

Where cities are operating under the United Church canvass program, it should be the endeavor of the campaign to keep on with this operation.



## 3 How Arrive at Local Campaign Goal?

At the local level the budget for the campaign would be drawn about as follows:

### Local

- a. Its own local council program \$.....
- b. Amount the local council will attempt to provide for local newspaper publicity (let us say 50 inches twice each month for 12 months) \$.....
- c. Cost of transcriptions to be provided at cost for local radio programs \$.....

### County — State

- d. Its share in the county council budget (if there is such) \$.....
- e. Its share in the state council budget (if there is such) \$.....

### National

- f. Local council's share in the national centralized administrative budgets of the agencies addressed \$.....
- g. What the local council will attempt to provide and publish over its own signature nationally in modern mass media (possibly one insertion of a single page in a general periodical, if a large city; a single page in a trade journal or a group magazine, if a small city) \$.....

TOTAL: \$.....



Present



Proposed





## Contemplated Campaign Organization

Since the agencies addressed are operating independently, the Foundation suggests a campaign implementing plan something like the following:

### A Cooperating Committee

In order that the agencies addressed may share in the implementation and direction of whatever organization is necessary to complete the effort successfully, it is suggested that as soon as there is an agreement to enter upon the project as at present outlined, or in an amended manner, a Cooperating Committee be authorized by the agencies addressed. This committee might well be made up of the di-

rectors of each agency and one or two Board Members appointed by each agency.

### B "Organization X."

The first task of the Cooperating Committee would be to set up nationally a temporary organization, "Organization X." For publicity a name for this device will need to be selected just as U.S.O., United Service Organizations, was the name selected as a device for financing the service program of the eight organizations which comprise it. The FOUNDATION suggests "CHRISTIAN LAYMEN'S ASSOCIATION" as a name to be considered for "Organization X."

The first step in bringing this organization together would be the enlistment (not appointment) of a nationwide top flight group of individuals whose



Implementing "Organization X"



very names would give the endeavor position, prestige, prominence, and elevate it to the plane on which it should operate.

## **C Three Functional Departmental Groups**

When the sponsor group of "Organization X" has been assembled, three functional groups of individuals, each a technician in his particular field, should be enlisted to have charge of the planning of the following phases of the activity:

## **I Research Commission**

It is proposed that the nine interdenominational groups concerned be given the benefit of what has already been termed the "outside viewpoint," that is the viewpoint of a Cooperating Committee composed of laymen whose duties it would be to set up the research machinery so necessary to this purpose.

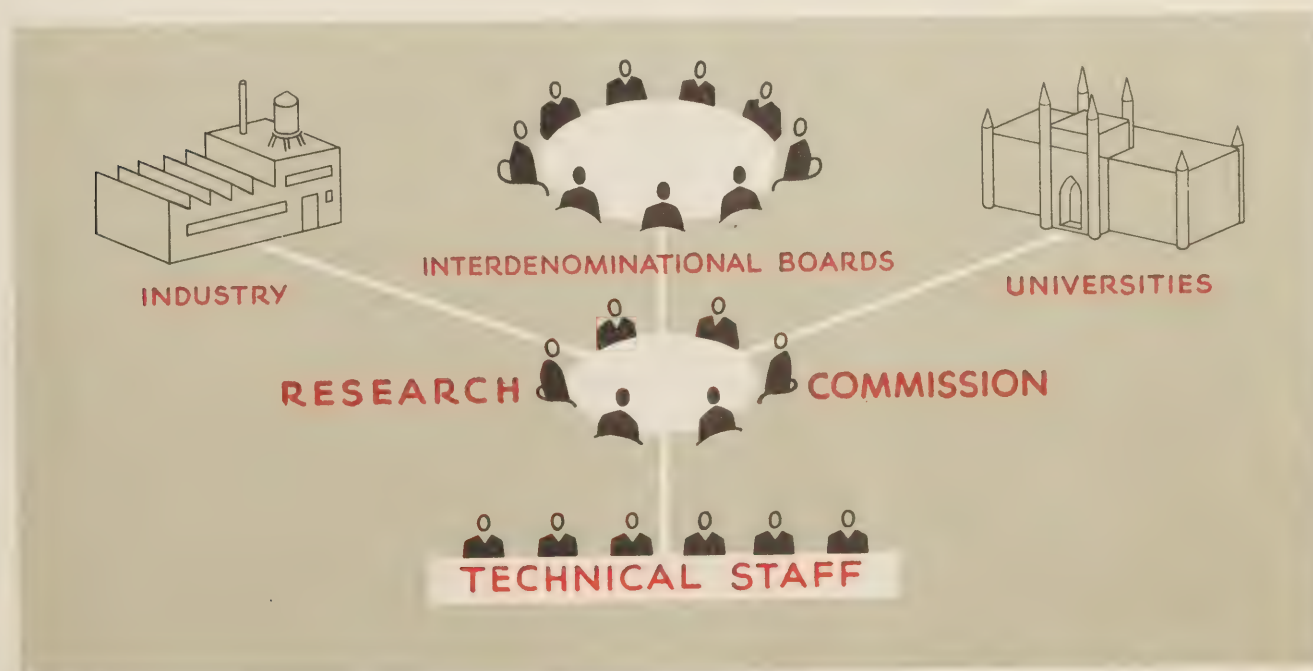
Here might be gathered together a group of individuals from university and technological seminary research departments, research departments of agencies addressed, institutes of technology, public opinion research organizations and likewise research-minded and trained men.

Until this group can be brought into existence the

FOUNDATION staff should continue to explore what may be available as resources. It should be the objective to have a portfolio completed and ready for the first meeting of this group in order that it may be in a position then to plan the objectives of the research, to determine under what auspices it will designate each department of the research to be conducted, what methods will be used and what staff will be needed.

It is conceivable that this group will divide itself into several branches, each one being responsible for the operation of some piece of research activity. However, all decisions as to the objectives, what studies and methods are to be used, what auspices, staff, timing, and budgets needed, should be given to this group for a decision.

As technical staff to work under the group, it should establish contact with the University already offering assistance, the Federal Council's Research Department, The Gallup Poll (already offering assistance), the National Opinion Research Center (already offering assistance), or an institute of technology, or whatever other group or groups it wishes to select to actually conduct the research work.



Research Commission

## 2 Modern Media Commission

Again the importance of the outside viewpoint is seen. As with Research, here also a group of technicians, public relations men, advertisers, journalists, editors, visual education technicians, graph and chart technicians, radio, movie and television men should be enlisted to augment present committees of the participating agencies to make all the decisions in outlining the use of modern mass media, in every department. The engagement of an advertising agency or agencies should be left to this group. Conferences with the advertising agency in its research as it sets up objectives, outlines series of presentations and finally surveys the materials produced should be the task of this group of technicians.

There are hundreds of technicians, Christian laymen, in all the fields of Modern Mass Media, whose services probably could not be purchased, but who

will gladly give their skills if they were assured their efforts would be fully utilized and at the very center. Here is a source of service which the Protestant Christian Church should no longer fail to mobilize for action!

It is not thought that this group nor the advertising agency would *create* messages. These would be prepared from messages from the clergy and from present printed messages, of which there are thousands. The task here would be to select, to simplify, to schedule, to style the messages, as only trained technicians can, for general attention and understanding.

There are great areas of the Christian message where there is no controversy. The contribution of Christianity to history, the need of men for faith in God, the service which the Church is rendering to millions and can give to millions more. These are but a few of the possible messages not now reaching "the man in the street."





## 3 Fund Raising Commission

A group of individuals, both professionals and volunteers with technical knowledge in campaign problems, should be enlisted as a third group. Such men should be past chairmen of local community and Red Cross campaigns, chairmen of financial departments of the agencies addressed, sales managers, counsellors, business managers, etc.

The ultimate decision as to what national firm of fund raising counsellors is to be engaged should be in the hands of this group and it should be under its auspices that the necessary campaign structure, national, state and local, needed for implementing the campaign will be set up.

This group should have the responsibility of working with the firm of fund raising counsellors which

it selects, receiving and approving plans, strategy, devices, personnel, manuals, publicity, timing, and all campaign matters.

Here again are hundreds of Christian laymen at the national level, thousands at the local level, the value of whose services it would be exceedingly difficult to compute, but whose work can mean millions of dollars being made available for the task of the Protestant Christian Church at the very center of its need.

Here again is the need to organize the Christian laymen of a thousand local communities in this task of providing needed funds as they have been mobilized each year for the Community Fund and Red Cross Campaign in these same cities.

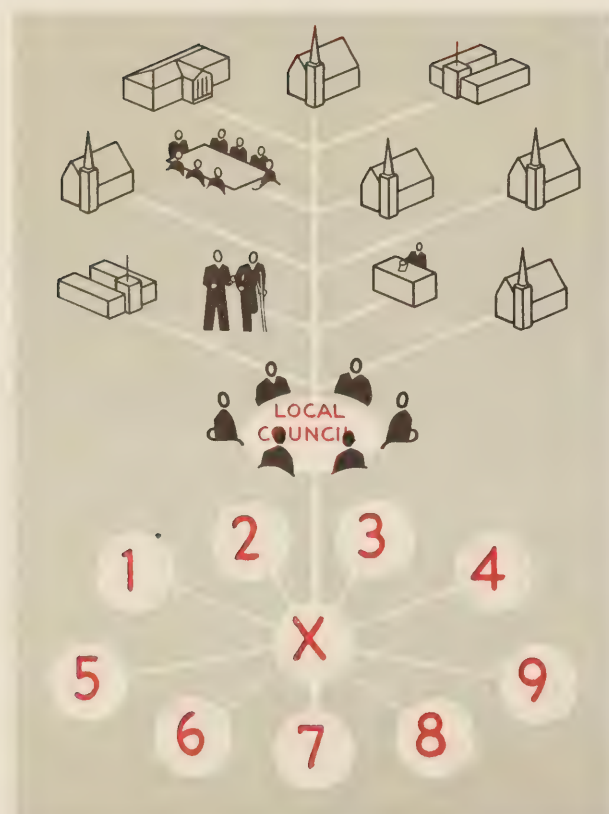
The need is to transfer the experience gained in these community efforts to the work of the church.



Campaign Commission



Now



Proposed

## From the Viewpoint of Local Council

The purpose would be to utilize and strengthen councils which are now operating in a rather high degree of efficiency. It would be to build a new federation or council where these organizations do not exist at the present time.

It would be the aim to build them in such a way that after a year or two they also would become not only fund raising instruments set up for that special purpose, but with the cooperation of local councils of "Organization X" would become well rounded community-serving councils or federations of churches.

The aim would be also to strengthen the position of the councils or federations with their own local constituencies, and to weld these organizations into strong units closely related to the interdenominational groups in such a way that they might become the local research and public relations vehicles for the national centralized program.

## Chart of Contemplated Organization ➤

The chart at the right shows the suggested relationship of Organization "X": first, to the Interdenominational Agencies; second, to the Cooperating Committee; third, its Sponsors; fourth, its three Subsidiary Commissions, "Research," "Mass Media," "Fund Raising," and fifth, the direct line approach through 634 Councils of Churches.

The FOUNDATION feels this plan of organization is sound.





## A "Blue Print" of Merger Ready

The "Blue Print" for the physical merger of the eight agencies addressed was adopted in 1943. A written constitution implementing the areas of agreement has likewise been prepared and has been accepted by each of the organizations.

The merger was not implemented. It is ready and is being ratified individually by the denominations. Complete in its planning for programming and division of tasks, the actual merger also included departments for Research and Public Relations, but not to the extent we have envisioned in this financing enterprise.

## B Full Year's Notice Necessary

At least a full year's notice must be given to the individual communities if the plan we contemplate is undertaken. This fact was made quite evident at the Geneva meeting of city, county and state executives of Councils of Churches. Many of them in June, 1947, had plans and programs already under way for their 1948 financial campaigns.

While these executives expressed universal interest and endorsement of the centralized plan, it was evident that for these communities to present the plans to their individual boards with time enough to bring them to a successful completion, even though they endorse the movement as far as it has been informally reported to them, accurate information regarding any centralized financial campaign must be in their hands about a year in advance.

## C To Speed Action May Ruin Opportunity

While the officers conferred with in each of the agencies addressed, and while all denominational leaders and business counsellors with whom we have

consulted have personally heartily endorsed the plan, yet each likewise has given the caution that "progress must be made slowly."

While also the reception by the city, county and state directors of Councils of Churches was most warm and enthusiastic, and while also there has been a shower of letters from many of these individuals expressing their interest, yet here again the same note of being sure that the ground is well-prepared before moving ahead was included in many of the communications.

The expression was likewise given by many that the local agencies themselves and the members of the church generally are probably more ready *now* than they have ever been for the successful operation of such a program. Therefore, while leaders expressed the considered opinion that the preparatory work be thorough, they were equally insistent that the program progress without unnecessary delays.

## D Advertising Agency Needs Months for Study

Whether it is ultimately found advisable to use one or more advertising agencies, a number of months of study must be allowed the agency or agencies before it can be expected that even the rough outlines of a series of presentations could be made. In other words, if the central financing were to be under way early in 1948, the agencies or agency should have been under way early in 1947 in making their studies in order to be ready with completed "packages" by January of 1948.

If the program is slated to finance the year 1949 and to include the "Use of Modern Media" to begin that year, then the agency or agencies should very soon



be under way with their studies in order that a preliminary outline of findings, contemplated objectives and messages can be given to the eight interdenominational organizations early in 1948.

If an advertising agency is not going to give, together with church leaders, some months of study before it sets up objectives and outlines a first series, thinking through the sequence of the messages, copy, layout, illustration, then it is not the kind of advertising agency with which centralized Protestantism will want to work in the presentation of its message.

### **E Plans for Research Need Months of Study**

A number of months of preparation will be needed to outline *what* is to be included in a nationwide survey at the three levels: namely, local, denominational and interdenominational, and foreign. Having determined what is to be included, a period of time will be needed also to determine *how* the survey is to be conducted, the official auspices, and what is to be the directing personnel and staff.

### **F Full Year Needed for Complete Announcement**

It is quite evident also that a full year's notice will be necessary to build proper endorsement and get a denominational and local announcement of the contemplated program far-reaching enough to build the implementing organization.

So many peripheral projects are continually under way which have not been thought through completely or which are not endorsed by the central interdenominational groups, that individual clergymen of denominations, as well as local businessmen, are continually badgered with these nebulous plans. In order to differentiate and in order that the pro-

gram may be recognized as central and fully accepted by the interdenominational groups and the heads of the participating denominations, ample time must be given so that the publicity regarding the program can be spread generally and have an opportunity to "penetrate the market" to every city and town in America.

This will require the time for complete understanding and endorsement by the interdenominational groups, and denominational leaders, and time for complete publication of the plans in the denominational periodicals, independent religious periodicals, and the secular press.

### **G Financing in 1949, not 1948, Seems Possible**

Therefore, in order to give time to work out the program in the light of these general findings, a calendar something such as is presented on the next pages for 1947 and 1948 is suggested in conducting the major phases of the work. Any inspection of the items above evidences the fact that it will be speeding things injudiciously to attempt to implement the central financing program for the fiscal year 1949. To conduct the campaign of 1949 for the fiscal year 1950 seems to give adequate time.

Here some thinking likewise will be necessary. Some of the councils, principally the local ones, raise their funds during the year in which they are to be expended. It may be necessary, therefore, at the local level to raise more than 12 months of administrative costs, setting the goals in such a way that when the next campaign in 1950 is undertaken, funds can, in all instances, by that time be raised for the fiscal year 1951, including the budgets of the agencies addressed as well as the local councils.

## 1 Statement of Intent by the Foundation

Our proposal of intent is submitted herewith on page 30. It is as complete as it can be made at this time. The amount of campaign fees and expenses cannot be made available until after the firm selected has had an opportunity to give considerable study to the program.

## 2 Offer to Appear Before Any Agency Board

The Foundation offers to appear before any Board of the agencies addressed, to be in a position to answer questions and to clarify any portion of its proposal which may not be understood completely by the Board. Extra copies, likewise, of this proposal will be made in such quantities as the individual agencies addressed may desire, in order that they may distribute them to other board members as they wish.

## 3 Joint Meeting for Consideration

When each of the individual agencies has had an opportunity to consider the proposal individually, it is suggested that a joint meeting of the officers of the agencies addressed be held so that the proposal may be amended, if necessary, in light of any suggestions, and that acceptance may then be formalized.

## 4 Set Up Cooperating Committee

If such a committee is desired, it would seem that as each separate Board addressed is asked to give consideration to the plan, it should, if it favors participation, designate its director and the agreed number from the Board of Directors to act upon the Cooperating Committee.

## 5 Begin Set Up of "Organization X"

As soon as an acceptance has been formalized, a name should be selected for "Organization X" and initial steps taken to enlist personally (not appoint) the nation-wide sponsor group to enlist the three groups of technicians.

## 6 Set Up Three Groups of Consulting Experts

As early as possible after the three functional groups have been organized, the agency or agencies should be selected under which the research is to be conducted; the advertising agency or agencies should be engaged; and the firm of fund raising counsellors should be engaged and time reserved for an operation in 1949.

## 7 Foundation Director to Attend Conferences

After an acceptance has been had, the Director of the Foundation and such other staff members as



may be necessary, should make themselves available to attend, at Foundation expense, such conferences of the church and subsidiary organizations as it may be valuable for them to attend in presenting the contemplated program, and to be in position to answer questions.

## 8 Keep Liason With Leaders

Even though the Director and staff of the Foundation will be meeting individually with the leaders of denominational and interdenominational groups and in conferences, it would seem desirable to advise, from time to time, all with whom the Foundation has conferred as to progress made, so that each of these leaders may constantly be informed of the status of the undertakings. The more completely, it would seem, all individuals concerned can understand intent and can participate in planning and direction, the more successful our contribution to their effort should be.

## 9 Begin Informal Publicity

As soon as this plan or an amended plan can be accepted, it would seem that informational publicity should begin in independent religious periodicals, in the denominational press and such of the secular press as will accept preliminary stories.

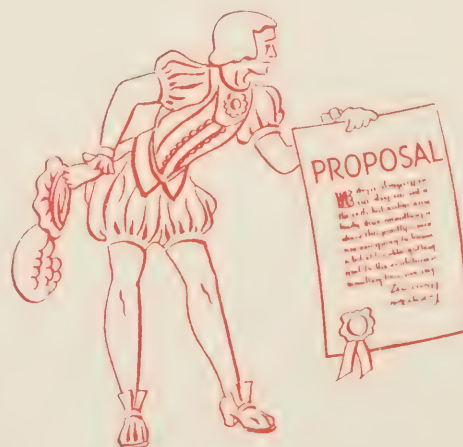
The FOUNDATION will make its publicity department available in preparing this material.

## 10 Formalize Proposal and Acceptance

Should there still be, by the beginning of 1948, any portions of the proposal or acceptance which have not been formalized because of lack of data or estimates, or because of suggestions for alterations, these omissions or changes should be completed and the proposal and acceptance completely and finally formalized.

## 11 Implement Campaign Locally

As soon as campaign counsel has been employed and a definite plan drawn and accepted, either including or excluding the suggestions which have been made in the proposal, a formal proposal to each local city, county and state Council of Churches should then be drawn for its acceptance. The plan should be



prepared for the initiating of a temporary organization in communities where a local council of churches does not now exist and where it is desired to include that city in the contemplated financing campaign.

## 12 Complete "Organization X"

The year 1948 would be given to the completion of "Organization X" in all of its levels; sponsors, three national functioning groups of technicians, and such leadership as may be needed in the state and county levels. Work should go forward with the local councils of churches in order that they too many complete the top structure of their local campaign organizations.

In other words, it would be the endeavor of the campaign to enlist and train in 1948 as much of the campaign personnel as possible so that 1949 might be entered into completely ready to launch the endeavor.

## 13 Keep Liason

Agam during 1948 the staff of the Foundation, together with the staffs of the three technical phases of the three contemplated endeavors, should make themselves available for liason between their individual planning activities and the Boards of Directors of the agencies addressed, as well as the Boards of city, county and state councils.

## 14 Conduct National Publicity

Give complete publicity during 1948 in all religious and secular periodicals, by means of radio and every other device so that the enterprise will be completely and enthusiastically understood.

## 15 Prepare Campaign Materials

In 1948 prepare all campaign materials, including working manuals for the various levels as well as local brochures and other publicity materials, so that everything may be ready to go ahead early in 1949.

## 16 Keep Planning Flexible

It is recognized that it is extremely difficult to anticipate all things which may be necessary for the successful preparation for an enterprise as extensive as this. However the FOUNDATION Staff has had years of training in just such preparatory work. The staff of any firm of Finance Counsellors to be selected will likewise have had years of such planning experience.

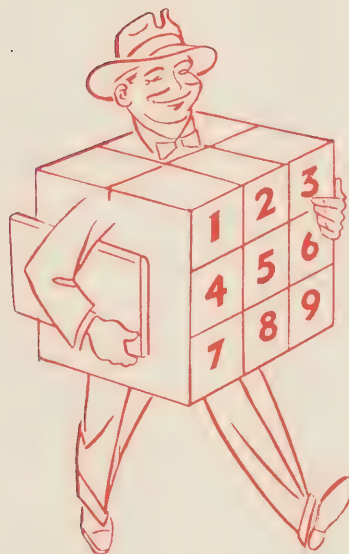
There will be need, none the less, to keep planning, organization work and all preparation flexible. The need will be also that the FOUNDATION Staff and the Executives of the agencies addressed keep in close working contact, being willing to accept changes in pattern, in timing, in basic plans as the need may arise.



## Ready for 1949!

It will be the endeavor to complete "Organization X," the three commissions, the engagement of the technical counselling staffs of each with the programs of each fully outlined and ratified in 1948.

The endeavor will also be to prepare all materials needed, complete all publicity, enlist campaign chairmen and cabinets of all states and of the 1077 cities, train local directors in 1948—all to be entirely ready for the Campaign of 1949.



## Ready!



## Private Philanthropy

The OWEN L. COON FOUNDATION is a private philanthropy, incorporated not for profit, and established by Mr. Owen L. Coon and his family. Mr. Coon is Chairman of the Board of the General Finance Corporation, Chicago, and Chairman of the Board of the Chicago Terminal National Bank.

He has set up trust funds for the members of his immediate family. All the remainder of his fortune will go to the FOUNDATION. The FOUNDATION will acquire the entire ownership of a number of business institutions, and Mr. Coon, because he believes his greatest genius is in business management for profit, will operate these business enterprises to make available the entire income for use by the FOUNDATION. The first such businesses already have been acquired.

## Management

### Family Council

An unofficial group, the Family Council, has been set up consisting of the immediate members of Mr. Coon's family, who meet at more frequent intervals than does the Board, for two purposes: First, that it may work in an advisory capacity with the officers and staff in implementing the activities of the FOUNDATION; and second, that Mr. Coon, through this device, may train members of his immediate family, especially the second generation, in the policies and the thinking that has produced those policies, in the methods of operation, and in the ideals and purposes of the FOUNDATION, in order that in the event of his death, (he is only fifty-three and in excellent health) the work of the FOUNDATION may be continued judiciously in the hands of the younger group.



## Board of Directors

The FOUNDATION is operated by its officers and Board of Directors. Members are of a wide classification of interest—finance, education, religion, promotion, social welfare and rehabilitation. The Board consists of some officers and members of the Board of GENERAL FINANCE CORPORATION, since in the event of Mr. Coon's death the FOUNDATION and these officers will hold the largest voting interest in G.F.C. In addition, are members of his immediate family and some of Mr. Coon's business associates. The Board has also been augmented by a few experts to bring to the FOUNDATION a contribution of training in their particular fields and techniques.

## Mr. Owen L. Coon

Mr. Coon, a graduate of Northwestern University from which he was admitted to the bar, has for years been a trustee of that institution. He has also been active in a number of welfare and educational undertakings in Chicago, serving on the Boards of these agencies and on the budget and campaign committees as well as the Board of Directors of the Chicago Community Fund. Through the years he has been deeply interested in the work of the Christian Church, serving on church and religious Boards. He is also concerned with those phases of education which will raise the standards of basic integrity and honesty in public and private enterprise.

## Purposes

Because very few Foundations out of the present 504 such institutions in the United States are attempting to give a major portion of their substance and activity in the interest of promotion of the

Christian Church, the OWEN L. COON FOUNDATION has selected this field as its primary activity; first, because of Mr. Coon's interest, and second, because it affords, the Board feels, such a fertile field for work where money can perhaps accomplish the greatest good.

The FOUNDATION has three other objectives, but the amount of time, energy and money to be expended in these fields will be minor for the present as compared with the field of religion.

The Foundation has set as a major premise that of religious principles—and ethical principles—and to gain increasing acceptance in the everyday lives of men, in the business world and in the international field, which will come about only by acceptance of the principles of Christianity by an increasing number of people. It has therefore asked itself the question, "How can religion and Christianity be made more effective?"

So far it believes there are two answers to this question:

**A** Unification of the divisive forces of Christianity because in unity there is not only strength, but greater clarity and understanding and an opportunity for genuine service in forwarding the principles taught by Christ.

**B** Telling the story of the influence of Christianity and what Christianity means to the "man on the street" by the use of modern mass media in a manner that may make possible increasing acceptance of the doctrines of Christianity.

**A** It would be our proposal to furnish the services and pay the fee of a national firm of fund raising counsellors. We are at present consulting with two nationally known firms, each with long years of success in working with religious and educational institutions. However, any firm of integrity selected by the Campaign Commission of "Organization X," in cooperation with the FOUNDATION, will be acceptable. This service would include national planning and direction and such area field assistant directors as may be necessary.

It is proposed that qualified directors of local councils, in executing the program at the local level, be used. These directors would be given such training as would be possible through the field assistant directors in schools especially set up for their training. Where there is no council or adequate director, some individual whom the local committee will select will be trained for service to the local group conducting the effort.

**B** Under the direction of the fund raising counsel the Foundation will provide publicity personnel at its expense for direction at the national level. This will comprise services which will prepare not only national releases and campaign materials, but will prepare manuals and campaign literature which can be used, if not even produced, locally.

Doubtless some presentation piece will be necessary for enlisting the cooperation of local, state and county and city councils of Churches. The FOUNDATION

would be pleased to act with the Cooperating Committee in the preparation of this piece or pieces, and assume the cost of production, and any other expense necessary in making the presentation to local Councils.

It is contemplated that the campaign printed materials will be designed and executed by the publicity personnel under the direction of the fund raising counsellors. It is suggested that this be done in such a manner that local communities may purchase these materials at cost using their own names and possibly providing their own covers and a portion of the text. This provision could be arranged by reserving either the first and final pages, or the center spread of the booklets.

**C** The FOUNDATION will provide the services of its Director and such others of the FOUNDATION Staff as may be necessary to build "Organization X" and to act as the liaison group between the agencies addressed and the institutions engaged for research, the advertising agency, and the fund raising firm of counsellors.

**D** It is recognized that any suggested program must be continued over a long enough period to give it an adequate test. It is the contemplation of the FOUNDATION, therefore, that it will renew its offer of assistance over such a reasonable period, tapering off its participation as progress is made in the development of the project and it has come to the point where it can justifiably carry its own weight.



The Foundation would expect, if its proposal is accepted in this or any amended form, that:

**A** The Officers and the Board of Directors of the agencies addressed would pledge their individual and collective whole-hearted co-operation to the plan, making staff persons available for assistance in planning.

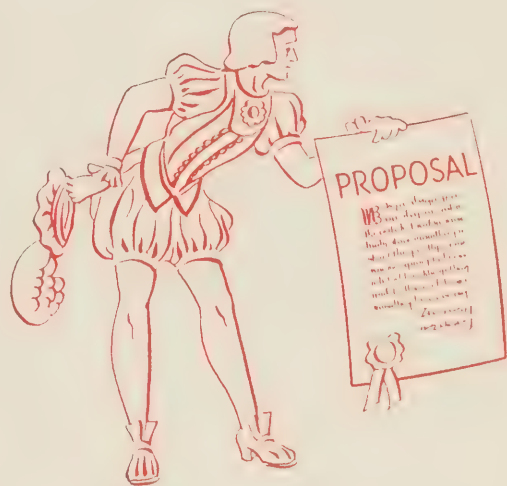
**B** That they would divert such funds as possible to pay whatever portion this would provide toward the campaign expenses. The need for continuing present staff during the transition period is recognized.

**C** That they would supplement this amount by a percentage of funds raised to meet the costs of these expenses, (except the fees, expenses and travel costs of the national fund raising organizations and district supervisors as outlined above, which services will be paid for by the FOUNDATION).

**D** It would expect each of the agencies to make available its whole-hearted assistance in enlisting members of "Organization X" at the national, at state, and at local levels, finding places for their own Board members who are technically qualified upon the various counselling groups and commissions.

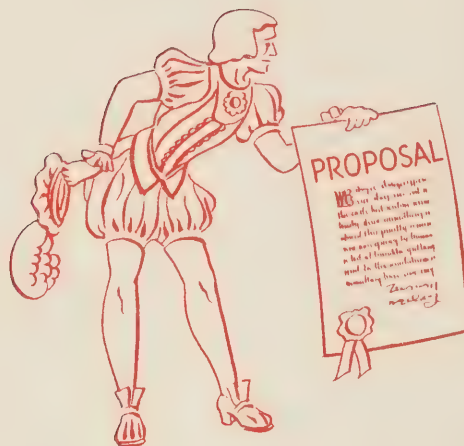
**E** It would expect also that the agencies addressed would make available to the central campaign organization all the names of present contributors and prospects together with information as to the amount of contribution.

**F** It would expect that whatever other information might be available from the agencies addressed, to assist the campaign organization to a successful conclusion, will be placed at the disposal of the campaign organization.



This proposal is submitted with the hope of joining with the agencies addressed in an endeavor which will mean, the FOUNDATION trusts, a great step forward for Christianity.

We must advance a step at a time. But it is hoped this step may be taken toward a greater unity, a greater working together, a better understanding, giving to laymen of the Christian Church some definite responsibilities carved out of the whole task, and where they will be wholly responsible, with advice of the clergy, for moving some phase of Protestant Christianity to greater service in the lives of men.



This proposal is respectfully submitted. The  
FOUNDATION now solicits suggestions from the  
agencies addressed and, it trusts, in time, their  
enthusiastic and whole-hearted ratification.

OWEN L. COON FOUNDATION

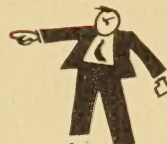
CARL L. ANDERSON

Executive Vice-President and Director



## *Somebody said:*

“**Cooperation** means:  
Do what I say – and  
do it darn quick!”



*Don't you believe it!*

**Cooperation** is as different  
from obedience as an orchestra  
is from a firing squad.

**Cooperation** means the  
voluntary participation of  
many people. It chooses its  
own leadership.







"In shooing flies or hauling freight  
It's wiser to *cooperate*.  
Now that's a trick all horses know—  
They learned it centuries ago.

One tail, on duty at the rear,  
Can't reach the fly behind the ear—  
But two tails, if arranged with craft,  
Give full protection—fore and aft."









